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ABSTRACT

Voluntarism has played, and will continue to play, a major role in helping run small New England communities. A study of voluntarism in local government for an eight-town area in New Hampshire--conducted during late 1978 and early 1979--revealed characteristics and motivations of volunteers as well as costs and benefits of these services to local communities. Findings indicated the typical volunteer was male, 51 years old, married, owned a single family home, had lived in his current town for about 15 years, and had served on an average of 3 committees while living in the community. Respondents volunteered their services to enhance their local prestige or to serve the community. Those desiring to enhance their local prestige were motivated by setting an example for others, receiving monetary compensation, making new acquaintances, and increasing business. Respondents wanting to serve the community were motivated by a desire to contribute a professional skill to the town, dissatisfaction with the way things were currently run, and concern that the community needed new ideas and better services. Despite significant differences between these two groups, the towns realized a savings of almost $50,000 through collective volunteer efforts. (Author/NEC)

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Research Report 101
November, 1983

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Characteristics, Motivations and Costs to the Community of Town Government Volunteers

by

A.E. Luloff, W.H. Chittenden, E. Kriss, S. Weeks, and L. Brushett

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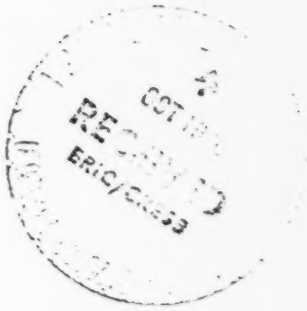

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ABSTRACT

Voluntarism has played, and will continue to play, a major role in helping run small New England communities. This report focuses on a study of voluntarism in local government for an eight-town area in New Hampshire, conducted during late 1978 and early 1979. Characteristics and motivations of volunteers were studied as well as the costs and benefits of these services to local communities.

The typical volunteer in this study was male, 51 years old, married, owned a single family home, had lived in his current town for about 15 years, and had served on an average of 3 committees during his tenure in the community. Respondents volunteered their services for two primary reasons: (1) to enhance their local prestige; or (2) to serve the community. Those who wanted to enhance their local prestige were motivated by the following reasons: (1) setting an example for others; (2) receiving monetary compensation; (3) making new acquaintances; and (4) increasing business. Respondents who wanted to serve the community were motivated by the following reasons: (1) they had a professional skill to contribute to the town; (2) they were dissatisfied with the way things were currently run; (3) they felt the community needed new ideas; and finally (4) they felt the community needed better services. There were significant differences between these two groups. However, despite these differences, a savings to towns of almost $50,000 was realized through their collective volunteer efforts.

KEY WORDS: Community, Voluntarism, Revenue

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Town Government Volunteers: Their Characteristics, Motivations and Costs to the Community

by

A.E. Luloff, W.H. Chittenden, E. Kriss, S. Weeks, and L. Brushett*

INTRODUCTION

During the 1970's, increasing national budget deficits, inflation and rising unemployment rates all contributed to growing distrust of extra-local government (Luloff, 1978). According to large national polling agencies, as well as popular and scientific press, Americans have much more trust in local government than in any other level of government.

There are nearly 1600 Minor Civil Divisions in New England and voluntarism has been a fixture of local governmental life since the pre-colonial period. The town meeting form of government, predominant throughout New England, has contributed to strong faith in local government by encouraging: 1) active citizen participation in voluntary service for local committees and organizations; and 2) high visibility of town officers and their decisions. This report provides information on volunteers involved in local town government in an eight-town area in New Hampshire; their characteristics, their motivations for volunteering, and an estimation of the monetary costs and benefits associated with such service.[1] Many of the positions held were elective or appointive (e.g. Selectmen, School Board, or Trustee of Trust Funds). Although some of these officers received honorary stipends, monetary gain was not the primary incentive for offering services.[2]

Through these results local towns may be better able to focus efforts for recruiting and maintaining town government volunteers.

BACKGROUND

Much research has been conducted on the relationship between voluntary association membership and sociodemographic characteristics of the individual. There is extensive agreement that one's social class (as indicated by personal income, education, and occupation) and age are strongly related to voluntary associations (Babchuck and Booth, 1969; Curtis, 1971; Parkum and Parkum, 1980; and Scott, 1957). Middle-aged (40-59) individuals with higher incomes, higher levels of formal education, and employment in higher status occupations are generally found to volunteer more frequently than their counterparts. Other characteristics found to influence voluntary affiliation include gender, marital status, tenure in community, home and/or business ownership, and church attendance. Interestingly, size of local community has not been found to significantly affect voluntary affiliation (Babchuck and Booth, 1969:35).

An awareness of motivations for participation is helpful to organizations interested in recruiting and sustaining voluntary affiliations. Many such motivations have been identified through earlier research. They range from the widely documented community service orientation and desire for local prestige (Allen, 1971:51; Maesen, 1976:134; Reddy and Smith, 1973b:36; Rogers, 1971:355; Wireman, 1970:55) to viewing voluntarism as a means of satisfying local affiliation needs (Allen, 1971:51; Henderson, 1981:208; Reddy and Smith, 1973a:22; Rogers, 1971:355). Some studies have viewed voluntarism as a means to solving personal problems (Allen, 1971:52) or as a way to neutralize loneliness (Maesen, 1976:134), while still other researchers have stressed voluntarism's role in self fulfillment (Henderson, 1981:210; Sills, 1959:235) and self actualization (Wilkinson, 1979).

Voluntary associations are an integral part of the fabric of New England communities. They contribute to local social stability by acting as adaptive mechanisms for traditional institutions. They also act as change agents in response to problems and challenges of development (Anderson, 1971:209; Gordon and Babchuck, 1959:23; Jonassen, 1974:530; Rossi, 1964:302; Sills, 1959:21).

Although local governments in New England often recognize the value and importance of volunteer efforts, they do not, as a rule, assign a dollar value to this labor. Yet, national voluntary efforts have been estimated to be worth over 25 million dollars (Stam and Stinson, 1976). Failure to take into account the monetary worth of these voluntary services may be costing towns relying on volunteer labor, governmental revenues to which they would otherwise be entitled.

> For example, consider two communities identical in all respects except that fire protection is paid for in one community and not in the other. In Community A, it is provided by a paid professional department supported by tax revenue, while in Community B, fire protection of an identical quality is offered by a volunteer department. Under the present formula, the first community would receive a larger revenue sharing allotment because its tax effort would be higher (Stam and Stinson, 1976:29).

Thus, by ignoring the opportunity costs associated with volunteer labor, allocations of formula-funded

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money greatly favor communities which do not depend on voluntarism.

PROCEDURES

The target area for this research was the rural community development program site centered around Pittsfield, N.H.; including the towns of Chichester, Barrington, Epsom, Barnstead, Strafford, Northwood, and Nottingham (see Figure 1).

In 1978, this area had an aggregate population base of roughly 17,800 full-time residents. Several towns are within commuting distance of Concord (the state capital) and the Rochester-Dover-Portsmouth area. Seven of the eight towns experienced rapid population increases due to inmigration in the late 1960's and 1970's. During this same time, all eight towns experienced problems associated with rapid growth including issues such as land use, zoning, water pollution, solid waste disposal, and expansion of schools and other public services.

Names of principal local officials were secured from the 1978 town reports for each town. Although the type of committees varied somewhat from town to town, offices filled during the course of a typical year included positions on the school board, budget committee, planning boards, conservation commissions, recreation committee, forestry committees, and as moderators, selectmen, clerks, treasurers, tax collectors, police chiefs, road agents, overseer's of the poor, trustees of trust funds, and library trustees. (These reports exclude individuals with temporary duties such as auditors, ballot clerks, members of short-term ad-hoc committees, fire wardens and volunteer firemen.) A total of 312 names were generated from the 1978 reports with approximately 40 principal local officials identified in each town. Each person received a six-page questionnaire with a pre-paid return mail envelope. Officials were requested to specify the number of meetings attended yearly, average hours per meeting, miles travelled during the conduct of the meeting, if they received cash compensation, and how much.

One hundred twelve individual questionnaires were returned.[3] Statistical information was generated from these respondents. However, not all analyses include all respondents due to missing information on some variables.

RESULTS

Respondents were distributed fairly evenly among the eight towns.[4] Table 1 displays the number and relative frequency of volunteers in the eight town area, as well as the New Hampshire Office of State Planning population estimate for the locality in 1978. (Only two individuals who responded to the questionnaire and served as volunteers in the eight-town area did not actually reside in these towns.)

Who Volunteers

The respondents were predominately male (7 of 10) and middle aged (males averaged 52, females 49).[5] Almost all volunteers were married (91%) and lived in single-family residences (96%). Only 26% of the respondents occupied a public office prior to 1970, while half had served for the first time between 1974 and 1979.

Many volunteers were relatively recent migrants to their current towns, while a somewhat smaller group of volunteers were long-term residents (see Figure 2). This finding supports work by community resource development specialists which suggests that both migrants and long-term residents view community service favorably (Ploch, 1977; 1978; 1979; Weeks, 1974; Luloff, Ilvento, Israel, 1981).

Table 1: Volunteers by Town, N.H. Title V Study, 1979

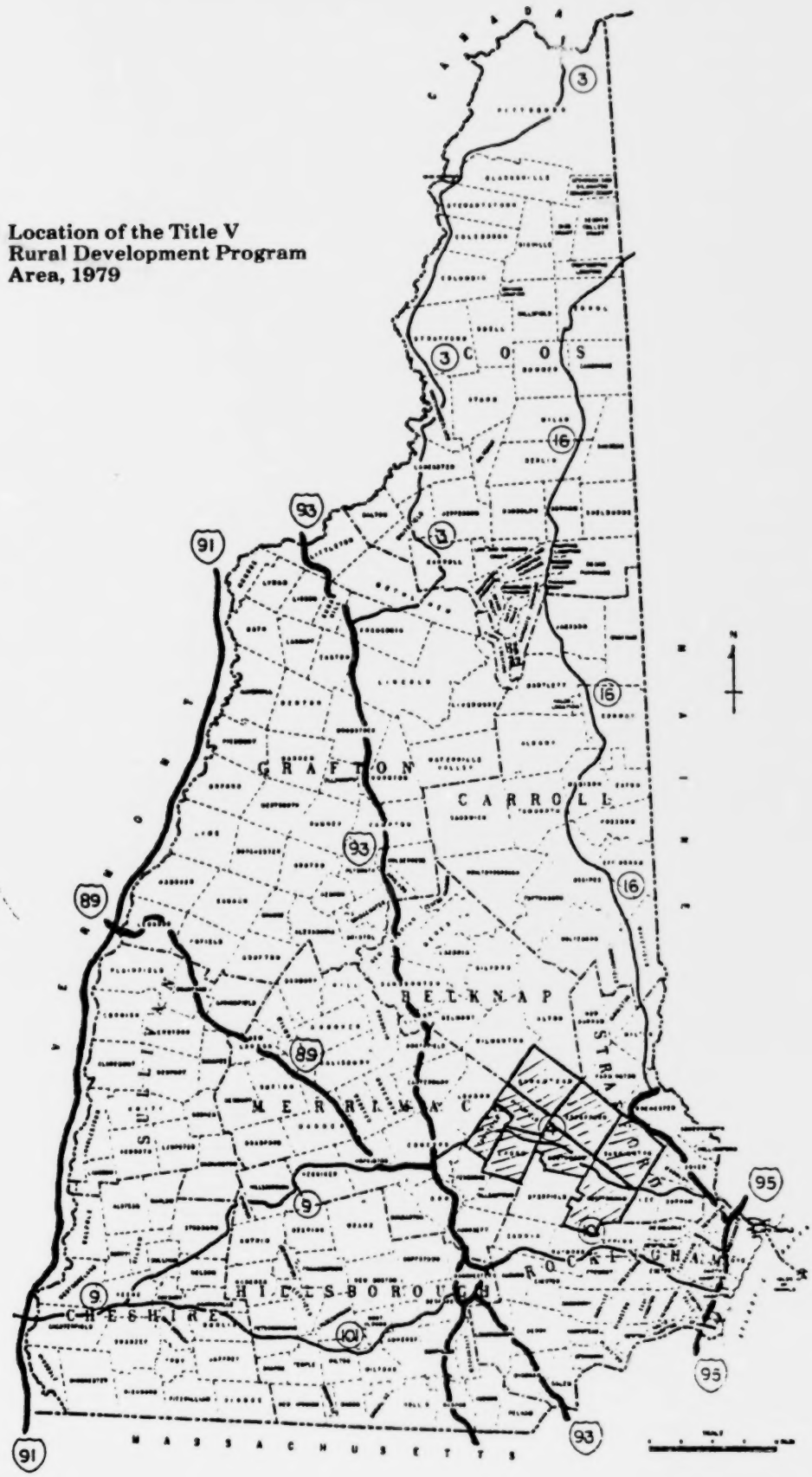
Town	Number of Volunteers	Relative Frequency	Office of State Planning Population Size Estimate
Barnstead	4	3.6	1875
Barrington	14	12.5	3842
Chichester	15	13.4	1365
Epsom	14	12.5	2280
Northwood	22	19.6	2164
Nottingham	12	10.7	1785
Pittsfield	13	11.6	2839
Strafford	16	14.3	1663
Other	2	1.8	
Total	112	100.0	17,813

The type of skills individuals bring with them to their town offices is another factor relevant to local voluntary efforts. Information was elicited on both employment status (retired, non-retired) and major occupation in which they were currently, or had been, employed.[6] Of those serving their communities, the majority of respondents were employed in predominantly white collar positions; 15 were retired or housewives, 27 were professionals, 19 were educators, 17 held management positions, 17 were in the private sector business service provision area, 7 were skilled craftsmen, 4 were in agriculture, and 3 individuals worked in the food products industry.

For What Reasons Do People Volunteer?

The sociodemographic characteristics of volunteers only partially explain reasons for voluntarism. The literature has shown a wide range of reasons are given for affiliation. To identify major motivating factors for voluntarism in this study, respondents were asked a series of questions based on information from previous research, to assess motivations behind willingness to serve in public office. Respondents were instructed to check as many responses as deemed appropriate.

Figure 1: Location of the Title V Rural Development Program Area, 1979



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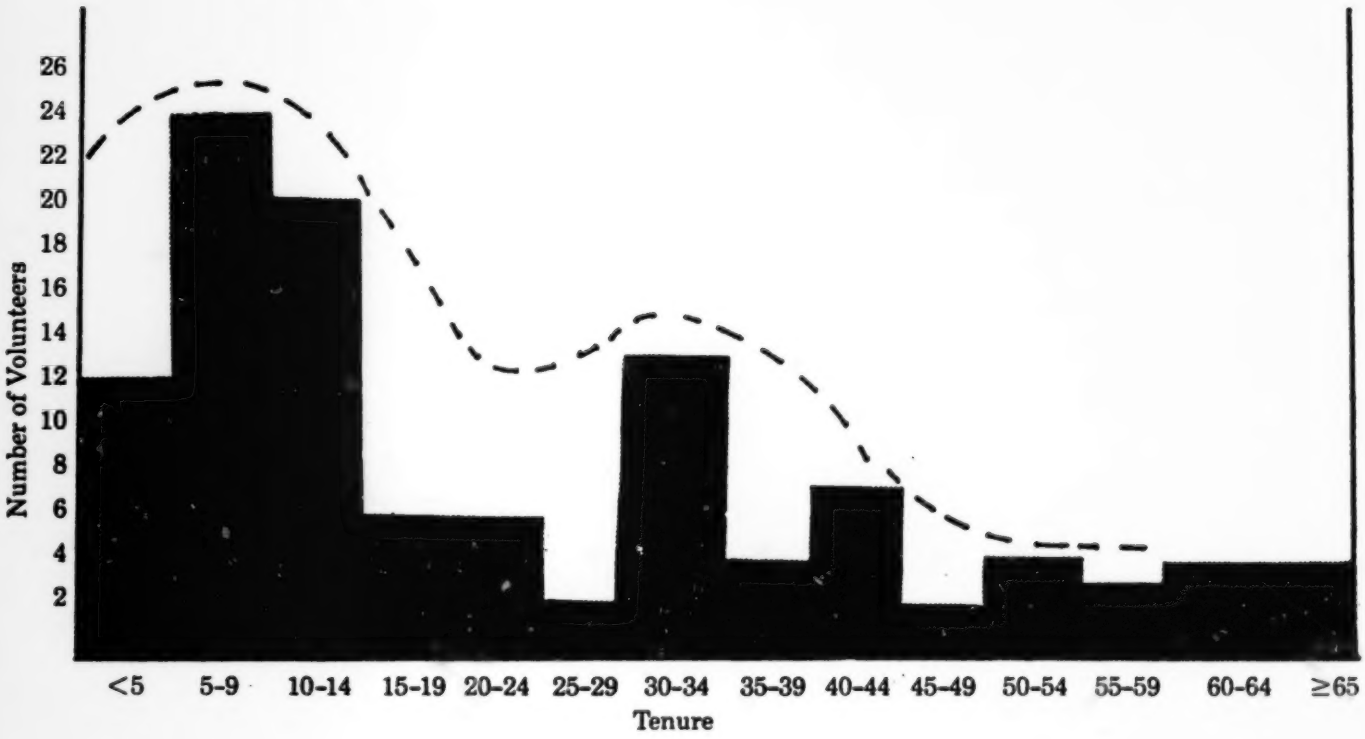

Figure 2: Number of Volunteers by Years in Residence in Community, N.H. Title V Study, 1979.

Factor analysis was then used to determine if responses to the reasons for volunteering questions could be more simply represented by a smaller number of underlying motives. (Refer to Appendix 3 for a detailed description of the factor analysis.)

Results of this part of the analysis suggest that two motives for voluntarism exist among these respondents: (1) concern for local prestige; and (2) concern over community service. In order to determine whether or not measurable differences exist between individuals influenced by these two motives, we developed a Motivation Scale. (Refer to Appendix 5 for information on Scale Computations.) This scale helped to conceptualize the predominant volunteer motivation. As a result of this score building technique, the following three motivational groups were developed: (1) 20 individuals indicated prestige motives; (2) 62 indicated community service motives; and (3) 27 scored zero, which we viewed as being motivated for other reasons. Using these three groupings, an analysis of volunteer characteristics was undertaken. The results of this procedure are presented below.

Table 2 provides information on the distribution of the motivational characteristics of the volunteers. Results of a difference of means test (outlined in Appendix 7) indicated the development of some interesting patterns among the motivational groupings. A significant difference resulted between the Prestige Motive Group and the Community Service Motive Group for each of the five sociodemographic characteristics — age, job location, occupational status, tenure and sex.

The Prestige Motive Group can be generally characterized as having a nearly equal proportion of women to men and white and blue collar workers, longer residence in their current community, older and more closely bound to work than their community service counterparts. These people are generally well-established in their communities. The Community Service Motive Group on the other hand can be characterized as being younger, predominately male, more likely to work away from their community of residence, living in their communities for a shorter period of time, and are more likely to be employed in higher status occupations. They are better skilled and contribute a wider range of experience in developing community services because of their inter-community participation.

Those not classified in either the Prestige Motive or Community Service categories differ significantly from these groups in that they tend to have resided in the community the longest (an average of nine years longer than group 1 and about twice as long as group 2 members). In sum, this group was most similar to the Prestige Motive Group in tenure and age, but more similar to the Community Service Group in occupational status, job location, and ratio of males to females.

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Table 2: Frequencies of Motivational Groupings by Sociodemographic Characteristics, N.H. Title V Study, 1979.

Sociodemographic Characteristics	Coded Value	Group 1 Prestige Motive	Group 2 Community Service	Group 3 Others	Total Title V Responses
Age					
$\bar{x}$ Years		56.7	48.2	55.9	51.4
Job Location					
Same Town	0	3 (20.0)[1]	8 (53.0)	4 (27.0)	15 (100.0)
Local	1	5 (19.0)	16 (59.0)	6 (22.0)	27 (100.0)
Commuter	2	4 (11.0)	24 (63.0)	10 (26.0)	38 (100.0)
Missing[2]		8 (28.0)	14 (48.0)	7 (24.0)	29 (100.0)
$\bar{x}$ Value		1.08	1.33	1.30	1.31
Occupational Status					
Blue Collar	0	8 (25.0)	16 (50.0)	8 (25.0)	32 (100.0)
White Collar	1	8 (13.0)	37 (62.0)	15 (25.0)	60 (100.0)
Missing		4 (24.0)	9 (52.0)	4 (24.0)	17 (100.0)
$\bar{x}$ Value		.50	.70	.58	.66
Tenure					
$\bar{x}$ Years		27.0	17.9	36.0	23.2
Sex					
Male	1	11 (15.0)	43 (58.0)	20 (27.0)	74 (100.0)
Female	2	9 (29.0)	16 (52.0)	6 (19.0)	31 (100.0)
Missing		0	3 (75.0)	1 (25.0)	4 (100.0)
$\bar{x}$ Value		.45	.27	.23	.29

[1] Numbers in parentheses are row percentages.

[2] Individuals not providing selected sociodemographic data are not included in the relevant analyses.

Women have usually been more active in charitable, health, and welfare forms of voluntary action, whereas men are usually more active in economic and political forms of voluntary action (Reddy and Smith, 1973a:20). However, among this group of respondents, women were predominately found on Conservation Commissions and Planning Boards and also served as Town Clerks and Library Trustees. Men were found to serve on the Board of Selectmen, Planning Board, Advisory Budget Committee, School Board, and Conservation Commission. While some overlap exists between voluntary positions held by each sex, our data indicates that women were more typically paid staff and administrators. While much of the literature has focused on all voluntary efforts, our study focused only on voluntary efforts in local town government. By excluding other formal and informal voluntary groups (quite numerous and active in the eight-town area) the sex differences reported by Reddy and Smith are no longer apparent. Thus, it would appear that sex roles are less well defined in New Hampshire local town goverment affairs than in other voluntary organizations.

One's sex and position in town government is not, however, independent of other factors. An analysis of activities by gender, controlling on age group ($\leq$39 years, 40-63 years, $\geq$64 years) revealed some interesting information. Male interest in Planning Board membership was extremely important across all three categories of age. Younger men ($\leq$39) had a proclivity for membership on School Committees and in the Voluntary Fire Departments. During middle age, involvement in town administration activities (memberships on Selectmen and Advisory Budget Committees) began. These involvements continued into the later years.

Female interest in Planning Board membership was highest in the youngest years and declined thereafter. During the middle years, women became interested and involved in town administration duties such as Secretary to Selectmen, Board of Adjustment member, and School Clerk. This activity was sustained during the later years. Finally, female involvement in library activities was high both in the early and later years.

What Benefits Are Associated With Voluntarism?

To address this question we gathered information on number of meetings attended yearly, average hours per meeting, miles travelled to attend meeting, and cash compensation from each of the respondents for each position held during the duration of their service. Using this information we produced a profile of both voluntary activities engaged in and the costs associated with this service (mileage fees, honorariums, per diems, etc.).

First we developed average hourly wage estimates for each occupational category (see Table 3).[7] Because we had data on occupation (to the third digit SIC code) and job location, and because the towns of Barnstead, Chichester, Epsom, Northwood, and Pittsfield were all in the Concord Labor Market Area, we obtained the New Hampshire Department of Employment Security First Quarter Wage Estimates, 1979, for the Concord Labor Market. The fifteen individuals who were retired or homemakers were each assigned a mean hourly wage based on the average hourly wage rates in the respondent's town of origin. The range for these hourly workers was from $4.16 an hour for those employed in the food products and personal service industry, to a high of $7.40 an hour for those in the professional, technical and kindred workers category.

Use of the Concord Labor Market Area wage rates was justified by the inclusion of several of these towns in that labor market's area, and by the enumeration of Concord as the central place for services for many of these towns. Table 4 depicts the pattern of job locations for these respondents. Approximately half work either in their home town or in the eight-town area while the rest commute outside the area for employment. Of the latter group, 15 were employed more than thirty miles from their home, many of whom were employed out-of-state.

Results of this part of the analysis are summarized in Table 5. Using our procedure for estimating total hourly compensation, more than $76,000.00 worth of services were provided by these respondents to local town governments. At the same time, slightly over $29,000.00 was paid out by these local governments for services provided by these volunteers. Thus, almost $48,000.00 of "in-kind" services were provided to these eight towns during the duration of service by these 112 people.

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Table 3: Occupations of Volunteers, N.H. Title V Study, 1979

Occupation Code	General Description of Industrial Category	Average Hourly Wage
		-----$-----
0	PROFESSIONAL, TECHNICAL AND KINDRED WORKERS Medical Services, Legal Services	7.40
1	SOCIAL AND RECREATION WORKERS, ENGINEERS, TECHNICIANS, WRITERS, ARTISTS Education Services, Social Services	5.22
2	MANAGERS AND ADMINISTRATORS Banking, Finance, Real Estate, Credit, Insurance Carriers	6.00
3	BUSINESS SERVICES	4.41
4	CRAFTSMEN AND KINDRED WORKERS Foremen, Mechanics, and Repairmen	5.87
8	AGRICULTURE	4.55
9	FOOD PRODUCTS, PERSONAL SERVICES	4.16

Table 4: Job Location of Volunteers, N.H. Title V Study, 1979[1]

Job Location	Number of Volunteers	Relative Frequency	Adjusted Cumulative Frequency
		---------%---------	
Same Town	15	13.4	18.75
Local	27	24.1	52.50
Commuter	38	33.9	100.00
Missing	32	28.6	----
Total	112	100.0	

[1] The respondents are categorized as follows:

Same Town — Those who live and work in same town;

Local — Those who work within the 8-town study area but do not live in the same town as they work;

Commuter — Those who work outside the 8-town study area.

Table 5: Estimate of Town Savings by Volunteers, N.H. Title V Study, 1979.

Town	Total Hourly Compensation	Total Cash Paid Out	Net Savings
	----------$----------		
Barnstead	5,221.00	1,340.00	3,881.00
Barrington	13,421.30	2,220.00	11,201.33
Chichester	10,914.00	4,105.00	6,809.00
Epsom	9,885.30	2,212.00	7,673.30
Northwood	13,601.36	5,720.00	7,881.36
Nottingham	4,339.57	2,285.00	2,054.20
Pittsfield	10,326.57	5,920.00	4,406.57
Strafford	8,980.82	5,220.00	3,760.82
Totals	76,689.58[1]	29,022.00	47,667.58

[1] This figure is based on 13,533 hours of service and 4,511 meetings.

Despite public awareness of voluntary service, such revenues are often ignored. Stam and Stinson (1976) strongly suggest that local municipal governments should consider non-fee based services in the preparation of their budgets. By ignoring inputs not purchased with tax revenues, towns are reinforcing a bias in extra-local government revenue sharing apparatus which "rewards" relative tax efforts differentially (the higher the effort, the larger the share). The monetary value of voluntary efforts can be conservatively assessed by recording the opportunity cost of that voluntary labor.

Information regarding psychic gratifications (and costs) associated with voluntary public service was also elicited by asking respondents the following questions: "What, if anything, do you consider to be the most/least rewarding aspect of public service?" The major responses to these questions are tabled in Appendix 6.

Self-satisfaction, betterment of community, and the promotion of interaction between individuals and government were all answers mentioned in this open-ended question. This provides confirmation of our earlier findings. That is, as suggested by the factor analysis, both ego satisfaction and community service motives drive local voluntarism. The least rewarding aspects, particularly lack of compensation and thanklessness of voluntary labor, provides valuable insight into the motivational structure of these respondents. This sample of individuals is apparently willing to continue their service regardless of the perceived costs.

SUMMARY AND IMPLICATIONS

This voluntarism research had three objectives: (1) to identify who volunteers for public (town government) service; (2) to enumerate the motivations of these people; and (3) to estimate the monetary value of their efforts for their towns. A one-wave, mail questionnaire was sent to individuals in the Title V Rural Development Program Area centering around Pittsfield, N.H. An analysis of the returns suggest that the typical public service volunteer was male, middle-aged, married, owned a single family residence, and resided in his current town for almost fifteen years.

Two underlying dimensions which motivated voluntarism were uncoverd through a factor analysis of items listed in previous literature as inducements for volunteering. These factors suggest volunteers served for (1) personal prestige motives, or (2) community service motives. Further analysis revealed that these groups were significantly different from each other on the basis of five characteristics. The former group was found to have lived in their communities longer, were older and tended to have more female members, were more likely to live and work in the local area than their counterparts, and were largely employed in blue collar occupations.

In-kind services donated by all respondents (regardless of motivation) during the duration of their voluntary efforts resulted in a cumulative savings of over $47,000.00. Opportunity costs of volunteer labor are often ignored in the preparation of local town budgets. An argument is advanced that suggests that these savings be included in town budgets to offset the "tax

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effort" advantages associated with places without such volunteer efforts. Without such a record, towns often receive less governmental revenues to which they might otherwise be entitled. This is especially true of the revenue-sharing distribution schemes based on local tax efforts.

Our findings suggest that despite the differences between motivations for volunteering, both groups donate considerable time and effort to help govern their local communities. Women and men, young and old, long-timers and new residents, white and blue collar workers, commuters and noncommuters, all serve their local towns. Unlike other types of voluntary service, sex-roles in local town governments are less well-defined.

Volunteers appear to serve despite their awareness of several deterring factors (including thanklessness of job, lack of compensation, and bureaucratic red tape). This broad willingness to serve towns is an indication of community-mindedness, and speaks well of the spirit so often associated with Yankee New England. As evidenced by the length of service of many of these people, voluntary efforts clearly help to enhance the attractiveness of towns.

Finally, while voluntarism may not the best way to get things done, it appears to be relatively efficient in both a psychic and economic sense in small New Hampshire communities. Interest in volunteering for local government is a tradition with both historic roots and continuing value.

Appendix 1: Age-Sex Distribution of Volunteers, N.H. Title V Study, 1979

Age	Male	Female
<30	3	1
30-39	13	8
40-49	12	5
50-59	22	8
60-69	20	7
≥70	5	2
Total	75	31

Appendix 2: Tenure of Volunteers by Age, N.H. Title V Study, 1979

Tenure (Years)	≤39	40-49	50-64	>64	Row Total
≤5	6	1	5	3	15 13.9
6-15	15	13	10	2	40 37.0
16-30	4	0	10	2	16 14.8
>30	1	3	17	16	37 34.3
Column Total	26 24.1	17 15.7	42 38.9	23 21.3	108 100.0

Appendix 3: Factor Analysis: Reasons-For-Volunteering Variables

Responses to the Reasons-For-Volunteering (RFV) variables were coded as binary variables with 0 representing "not a reason for voluntarism" and a 1 representing "reason for voluntarism." A factor analysis was then conducted on the sixteen reasons for volunteering (RFV) variables. This technique allows researchers to identify underlying dimensions among a battery of items which seek to measure some attitude or value (Rummel, 1970). In this case, factor analysis was used to determine if the 16 RFV responses could be accurately represented by a smaller number of underlying motives for volunteering. Rotation to final solution was achieved through a varimax procedure limited to three factors. (The varimax procedure produces orthogonal, or unrelated, factors.) The results of the varimax factor solution are presented in Appendix 4.

Using an eigenvalue of 1 as a standard cut-off point, only two factors emerge as significant (Factor 1 and Factor 2), and are included in further analysis. These two factors account for 75.8% of the common variance associated with the RFV. Nine of the sixteen items were clearly related to one of two significant factors. Monetary compensation, to make acquaintances, to set an example for others, to increase local prestige, and good for business all loaded high (i.e., loadings ≥ .3) on Factor 1. Considering the nature of these variables and their measured communality as a response to the RFV questions, Factor 1 appears to represent personal prestige as an underlying motive for volunteering.

In contrast, variables loading highest on Factor 2 included possession of professional skills, the town's need for new ideas, dissatisfaction with current direction town is taking, and the need for better services. It would appear then that Factor 2 is tapping a Community Service motive.

In only one case (dissatisfied with the way things are run) do any of the nine items in the two factors load highest on Factor 3 and in this case the loading was higher by only .004. Substantively, it makes more sense to group this item with those in Factor 2 than with the items in the residual factor. Of the remaining variables, no clear relationship to either of these two factors could be discerned. In particular, both the enjoyment of local politics and the need for less spending in the community, loaded the highest on the third factor. The only evidence of cross loading was found between dissatisfaction with the current way things are run and prestige (the former is associated with Factor 2 and the latter with Factor 1.)

Public duty, urged by friends, the need for more services, asked by selectmen, and family history of service were not related significantly to any of the dimensions developed out of the factor analysis.

Appendix 4: Final Varimax Factor Solution of Reasons for Serving, N.H. Title V Study, 1979.

Reasons for Volunteering to Serve[1]	Factor Loadings[2] Factor 1	Factor 2	Factor 3
Good for Business	.548	.008	-.091
Monetary Compensation	.537	-.058	.216
Enjoy Recognition or Local Prestige	.472	-.018	.353
Sets Example to Others	.348	.081	.043
Good Way to Get Acquainted	.324	-.162	.056
Feel Community Needs New Ideas	-.224	.575	.015
Community Needs Better Services	.100	.536	.169
Dissatisfied With the Way Things Are Run	-.120	.372	.376
Have Professional Skills to Contribute	.269	.355	-.161
Enjoy "Local Politics"	.047	-.248	.548
Community Needs Less Spending	.096	.056	.404
Asked by Selectmen	.122	-.002	.186
Urged to by Friends	.067	-.001	.148
Family Has Always Served	.076	-.221	.137
Community Needs More Services	.231	.207	.008
Feel a Public Duty	.066	.150	-.032

[1] The suggested reason "Employer expects it of employees" was eliminated from final solution.

[2] The eigenvalues associated with the final solution were as follows:

Factor 1	1.450	43.1% variance explained
Factor 2	1.098	32.7% variance explained
Factor 3	.814	24.2% variance explained

Appendix 5: Scale Creation

The scale was computed as follows: 1) each variable associated with the prestige motive (Factor 1) was given a score of 1; 2) variables associated with the community service motive (Factor 2) were each given a score of -1; and 3) all other RFV variables were given a score of zero (0).

To create a scale score for each individual, responses to his/her RFV variables were summed. The possible range of scores was from 5 to -4, with a positive score indicating a person primarily motivated by prestige reasons, and a negative score indicating those driven primarily by a community service motive.

Appendix 6: Most and Least Rewarding Aspects of Public Service, N.H. Title V Study, 1979

Most Rewarding	Least Rewarding
For the betterment of the community	Thanklessness of voluntary labor
For self satisfaction	Lack of compensation for time and travel
For the promotion of interaction between individuals and government	Bureaucratic red tape/delay (lack of interface with state agencies, consultants, etc.)
	Maintaining local ties because of pressure from all people (including friends/neighbors)

Appendix 7: Difference of Means Tests For Motivational Groupings, N.H. Title V Study, 1979

Sociodemographic Characteristics	Prestige vs. Total Respondents	Community Service vs. Total Respondents	Others vs. Total Respondents	Prestige vs. Community Service
Age				
Mean	56.7 51.4	48.2 51.4	55.9 51.4	56.7 48.2
T-Value	4.10*	-2.48*	3.50*	6.58*
Job Location				
Mean	1.08 1.31	1.33 1.31	1.30 1.31	1.08 1.33
T-Value	-2.73*	.24	-.12	-2.98*
Occupationnal Status				
Mean	.50 .66	.70 .66	.58 .66	.50 .70
T-Value	-3.33*	.75	-1.69	-4.08*
Tenure				
Mean	27.0 23.2	17.9 23.2	36.0 23.2	27.0 17.9
T-Value	2.09*	-2.86*	7.02*	4.95*
Sex				
Mean	1.45 1.29	1.27 1.29	1.23 1.39	1.45 1.27
T-Value	3.64*	-.45	-1.36	4.09*

* = Significant at .05 level.

FOOTNOTES

[1] The College of Life Sciences and Agriculture of the University of New Hampshire sponsored a Rural Community Development Program. The effort was part of New Hampshire's Title V Program and involved researchers and practitioners from both the Cooperative Extension Service and the New Hampshire Agricultural Experiment Station.

[2] The most important reason for serving for both unpaid volunteers and those receiving a stipend was a sense of public duty. Only 4 of the 85 people who did receive compensation listed money as a motivation.

[3] Such a response rate is within the range of one-wave mailing rates reported by Heberlein and Baumgartner (1978) in their study of factors affecting response rates to questionnaires.

[4] The low rate of usable returns from Barnstead prohibits specific comparisons between it and the other towns. However, since our major focus is on issues common to this eight-town area, Barnstead's low rate of return was not viewed as a major limiting factor.

[5] Appendix 1 presents an age/sex profile of these respondents.

[6] Specific occupations were assigned Standard Industrial Classification (SIC) codes for use in analysis.

[7] In order to generate the wage estimates and costs incurred by the eight-town area, the following procedures were implemented. We included cases with missing data on number of meetings or number of hours per meeting, by substituting average figures for those not present. The individual meeting length for the study was approximately 2-3 hours and we conservatively substituted 2 hours here. For cases involving number of meetings we assigned the average number on the basis of committee types for this study, and used estimates from other N.H. Selectmen for those committees represented only once in the sample. If a respondent listed a committee but nothing else, then we omitted that committee from further analysis.

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